Introduction

Once SIF Intermediaries select their subgrantees, they are asked to submit a proposal for growing subgrantee impact that builds upon the model and approach described in their original application for funding. Incorporating the topics outlined below, grantees develop a plan for their overall approach to growth, as described in the SIF NOFA and mandated in the SIF Cooperative Agreement Terms and Conditions.

This document serves as an ongoing management tool that will be referred to throughout the life of the grant.

CNCS recognizes that approaches to growing subgrantee impact vary. Subgrantee program growth might occur by expanding an existing site to serve more people locally, by replicating the program to new sites in different communities, through expanded use of technology, by adoption of wide-scale policy mandates or through other means. In the *Plan for Growing Subgrant Impact,* grantees and subgrantees are able to document how they define scaling.

Below are the questions, organized in four sections, which grantees respond to in the creation of their plans. We expect that these plans will draw from documents they have already created – for instance, their SIF application, "people served" goals from SIF performance reports, an organization's theory of change, etc.

Please submit your plan to your program officer.

1. **Approach to Growing Impact**
   - **What is your overall approach to growing subgrantee impact?**
   - **How do you determine readiness for and extent of subgrantee expansion?**

   Your response to the questions above should include at a minimum the following:
   – Your overall philosophy on and definition of growing impact.
   – The characteristics and/or issues you considered in setting the growth goals for your subgrantees. The key factors your organization takes into account when assessing readiness for program growth and level of growth (i.e. setting appropriate growth goals without overextending a program's capacity).
   – Your approach should take into account CNCS' expectation that there will be a direct, positive relationship between a subgrantee's level of growth and the level of evidence it had when selected.

   Note: You may answer this question on a full portfolio or subgrantee-by-subgrantee basis depending on the nature of your SIF program and/or portfolio

2. <u>**Growth Goals**</u>
   - **What are your growth goals for each subgrantee?**
   - **How do you expect the growth to occur and how will you track it?**
   - **What key actions and activities will you undertake to enable the desired growth?**
   - **What resources do you expect to invest in these activities?**
   - **What is the timeline for key steps in your plan**

   Your response to the questions above should include at a minimum the following:
   - Growth path for the number of people served, including quantitative baseline and annual targets during SIF grant period.
   - Where and how this growth will happen (quantitative breakdown of growth by site, location, or program, with indication of growth through site expansion vs. addition of new sites.)
   - Other growth indicators the intermediary will track (as applicable)
   - The activities and resources your organization will provide to your subgrantees to promote growth, and the rationale behind these planned activities. Activities and resources might include specific types of technical assistance, access to business consultants, program evaluation, IT systems or infrastructure, convening or networking facilitation, etc.
   - Key activities that will occur over your grant lifecycle (i.e. making grants, capturing baseline data, quarterly or annual performance measurement analysis, etc.).

This section may be broken down by subgrantee as necessary. The chart below is a template for describing growth goals and indicators. Depending on the model and program goals, it may make sense to break this down by one-year or two-year periods.

Template:

Subgrantee	Growth Goals	Where and How Growth will be Achieved	Other growth indicators we will track
Subgrantee X	Baseline: Program currently serves 150 youth per year Projected Growth: will add an additional 150 youth per year for a total of 750 after year 5.	Program will open 2 new sites; one in Florida and one in Oklahoma New Florida site will reach 50 incremental youth (30 in year 1 and 50 by year 2) New Oklahoma site will reach 100 incremental youth (75 in year 1 and 100 by year 2)	Budget growth, Management Support, Infrastructure

3. **Monitoring Plan**
   - How will you monitor progress toward growth goals?

   Your response to this question should include at a minimum the following:
   – A summary of how you will assess scaling progress over the lifecycle of the grant.
   – The ramifications of failure to meet growth expectations.

   Note: this is not intended to be a detailed description of your subgrantee compliance and performance monitoring plans but rather a summary of your approach to evaluating subgrantee progress towards their growth goals.

4. **Potential Risks and Challenges**
   - What are the potential risks or challenges that might interfere with your subgrantees' ability to meet the proposed growth goals you have outlined in the previous sections?
   - How will you mitigate risk?